

State Quality Awards




Florida State Quality Awards

STATE	FLORIDA
AWARD NAME	Governor's Sterling Awards
AWARD AGENCY	Florida Sterling Council
ADDRESS	P.O. Box 13907 Tallahassee, FL 32317-3907
PHONE AND FAX	P: 850/922-5316 F: 850/488-7579
EMAIL	dlowman@floridasterling.com
WEB SITE	www.floridasterling.com
CONTACT	John Pieno, Chairman
# YEARS AWARDS GIVEN	Since 1991
SELF-ASSESSMENT SYSTEM AVAILABLE	The Sterling Navigator is an internal self-assessment tool based on the Sterling Criteria for Organizational Performance Excellence (same as the MBNQA). It is a behaviorally anchored survey to be completed by employees at all levels. Navigator books are submitted to the Sterling Council for scoring and evaluation, and a feedback report. Fee charged.
ELIGIBLE ORGANIZATIONS	For profit and not-for-profit organizations in five categories are eligible: <ul style="list-style-type: none"> * manufacturing * service * education/training * health care * public sector/government. Within each category organizations are classified as small/medium (<250) or large (>250).
NUMBER OF AWARD/ RECOGNITION LEVELS	There are two recognition levels (Sterling Challenge and Sterling Award) as well as the self-assessment system (Sterling Navigator).
AWARD/RECOGNITION LEVEL - LOWEST	Level 1: Sterling Challenge: demonstrated commitment and initial deployment of quality principles. Requires organization overview and a 20 pg. self-assessment application that covers the seven MBNQA/Sterling categories and some items. 3-4 day site visit is required. Receives feedback report, recognition.
AWARD LEVEL - MIDDLE	N/A
AWARD LEVEL - UPPER MIDDLE	N/A
AWARD LEVEL - HIGHEST	Level 2: Sterling Award for Organizational Performance Excellence: demonstrated implementation of MBNQA/Sterling principles. Requires organization overview and full Sterling application (same as MBNQA application), and 4-6 day site visit. Receives substantial feedback report; may win recognition as role model of performance excellence.
OTHER AWARDS	N/A
FEES PER LEVEL	<ul style="list-style-type: none"> * \$100: Intent to Apply for Sterling Challenge or Award * \$500 - 2000: Application fee for Sterling Challenge, based on size * \$1000 - 3500: Application fee for Sterling Award, based on size * \$1000 plus actual expenses: fee for site visits for both
TYPE OF PROCESS	<ul style="list-style-type: none"> * Open process for the Sterling Navigator (self assessment) and the Sterling Challenge. * Closed process for the Sterling Award; application by November, awards announced in May.

<http://www.worldforce-employment.com/floridastateawards/state-fl.htm>

AVERAGE NO. OF AWARDS ANNUALLY	Average 3-6 Sterling Awards annually
EXAMINER TRAINING	Competitive application process and 3-4 days of evaluation training, plus initial case study review and scoring.
NO. OF EXAMINERS	150 - 200 examiners, 6-7 judges
APPLICABILITY TO BALDRIGE	MBNQA-based system of awards, with the Award application being the same as the current year MBNQA application. Sterling Challenge and Navigator self-assessment also based on MBNQA.
APPLICABILITY FOR USE BY STATE AND LOCAL WORKFORCE ORGANIZATIONS	Sterling Award equal to the most comprehensive state awards. The Navigator is an excellent self-assessment. Challenge level is comparable to higher than Level 2 awards for many state awards because of site visit requirement.
ACCEPT APPLICATIONS FROM OUTSIDE THE STATE?	

[AWARDS](#) [HOME](#)



The Florida Sterling Council Your Guide to Performance Excellence

MISSION

To foster continuous
quality improvement to
enhance Florida's
competitive edge and
quality of life.



VISION

Florida is the
national benchmark
for quality.

As a new millenium approaches, it becomes increasingly essential that we maintain Florida's competitive edge. In order to realize our vision that "Florida is the national benchmark for quality," the Florida Sterling Council "fosters continuous quality improvement to enhance Florida's competitive edge and quality of life." Ultimately, this benefits all Floridians in the way of more efficient and competitive businesses and a higher quality job market. What that means for your business is increased productivity, improved financial numbers, and higher employee satisfaction levels.

Regardless of where your organization lies on the journey toward performance excellence, Sterling offers the tools you need to continuously improve. Read on to find out which process best meets the needs of your business, and don't let Florida's best kept secret be a secret to you. Get the Sterling advantage...because we're changing the way Florida does business.

Florida Sterling Role Models for Organizational Performance Excellence

1999

East Coast Transportation,
Jacksonville
Florida State Hospital, *Chalaboochie*

1998

United States Coast Guard
Marine Safety Office, *Jacksonville*
Majorie Kinnan Rawlings
Elementary School, *Pinellas Park*
Amelia Island Plantation, *Amelia Island*
Florida Department of Revenue
Florida Department of Labor - Division of
Unemployment Compensation

1997

Cargill Juice Products, *Frostproof*
City of Coral Springs, *Coral Springs*
Omni Jacksonville Hotel, *Jacksonville*

1996

AT&T American Transtech, *Jacksonville*
Baptist Hospital of Miami, *Miami*
Merrill Lynch Credit Corporation, *Jacksonville*
Mike Shad Ford, *Jacksonville*

1995

AT&T Paradyne, *Largo*
Honeywell Military Avionics Guidance &
Navigation Operation, *Clearwater*
Merrill Lynch Insurance Group
Services, *Jacksonville*
Morton Plant Mease Healthcare, *Clearwater*

1994

Florida Hospital, *Orlando*
Group Technologies Corporation, *Tampa*
John Crane Belfab, *Daytona Beach*
Monsanto Company, Nylon Fibers Division, *Pensacola*
Naval Station Mayport, *Mayport*
Sacred Heart Hospital of Pensacola, *Pensacola*

1993

Armstrong World Industries, *Pensacola*
AT&T Universal Card Services, *Jacksonville*
Honeywell Space Systems Division, *Clearwater*
Pinellas County Schools, *Largo*

PERFORMANCE EXCELLENCE STERLING RESULTS.

How well is your organization performing? Where can you focus precious resources to maximize your return? How can you identify your organization's key improvement opportunities without disrupting operations or spending a fortune on private consultants?

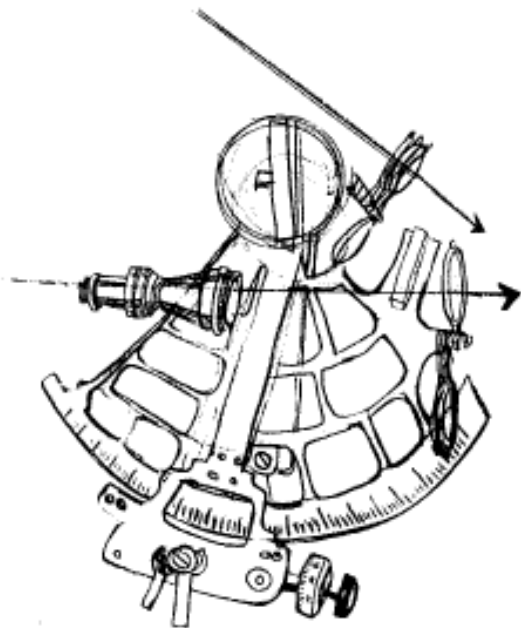
Every day, thousands of organizations, public and private, ask these questions. In Florida, many find clear, actionable answers through the Sterling process, a series of self-assessment initiatives designed to help organizations assess their performance and identify areas of strength and opportunities for improvement.

Because Achieving Organizational Performance Excellence is an ongoing journey, the Sterling Management System, based on the *Sterling Criteria for Organizational Performance Excellence*, includes separate initiatives designed for organizations at every level of sophistication and maturity.

If you're just beginning to recognize the benefits of a continuous improvement effort, you'll want to start with the *Sterling Navigator*, an effective, user-friendly program to help you chart your course towards performance excellence.

If you're already involved in Process Improvement but not ready to apply for a *Governor's Sterling Award*, you'll want to use the *Sterling Challenge*, a more rigorous and more detailed self-assessment model that helps you refine and leverage your efforts for maximum overall impact.

If the principals of performance excellence are fully integrated into your operations, you'll want to participate in the Governor's Sterling Award process, which can result in either Sterling Achievement recognition or the Governor's Sterling Award itself - the highest level of organizational recognition available from the State of Florida.



THE STERLING NAVIGATOR

Designed for organizations just embarking on the path to Performance Excellence, the Sterling Navigator is the perfect self-assessment tool to help you start off in the right direction. It's an internal survey questionnaire that's administered to members of the organization at all levels including management,

operations and frontline employees. Responses are tabulated and analyzed electronically, creating a customized picture of where your organization is today and pointing you toward the next level of performance excellence.

You'll receive valuable feedback from people throughout your structure - top to bottom, side to side. The resulting data report gives you information you can act upon to identify strengths and target critical areas where improvements are needed.

Use the *Sterling Navigator* for your own strategic planning purposes, to capture data for in-depth analysis by outside examiners, or as a prelude to more rigorous initiatives in the Sterling Management process.

REFINE YOUR GOALS: TAKE THE STERLING CHALLENGE.



The intermediate-level Sterling Challenge is specifically designed to be user-friendly, easy-to-use, and inexpensive. It looks at your entire organization, and it measures every process, from planning to operations to results.

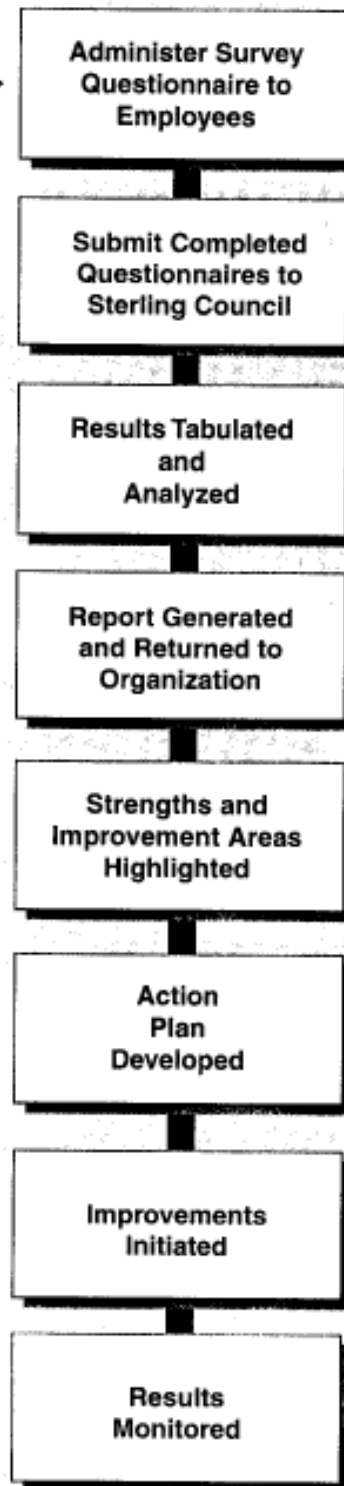
To participate, simply answer the questions posed within the Sterling Challenge guide. The detailed question-and-answer format is straightforward and comprehensive. It's patterned after the self-assessment processes used by organizations applying for the Governor's Sterling, Baldrige and other top-level quality processes.

Performing the self-assessment is a learning tool in itself, as well as a powerful team-building experience. When the questions are fully answered, you'll have new and detailed insights into your overall operational improvement plan, or submit it for an external review by a team of experts, who can analyze your assessment, visit your organization, and recommend key improvement opportunities.

Sterling Challengers receive recognition at the annual Florida Sterling Conference. This recognition serves both as validation of your organization's excellence and as an invitation to participate in the Governor's Sterling Award for Performance Excellence - the statewide process that identifies Florida's best-run organizations.

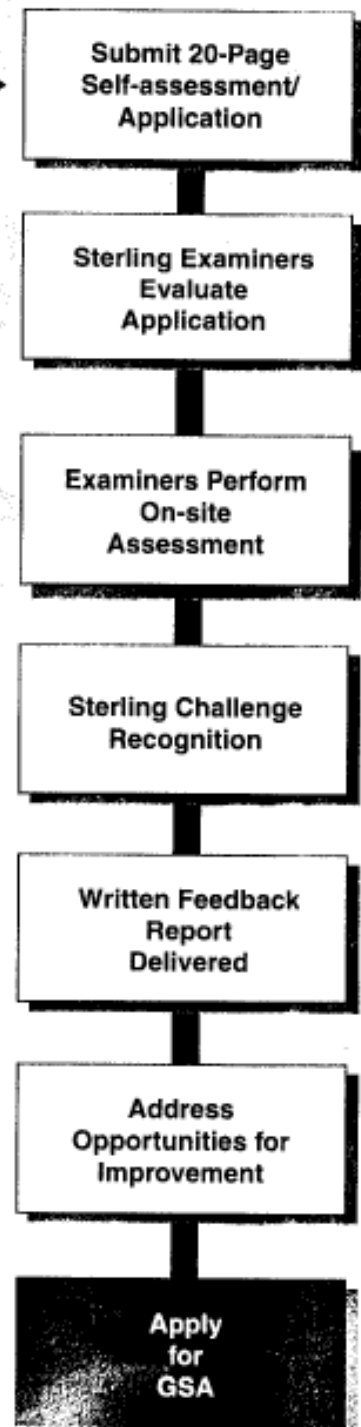
FOR BEGINNERS: THE STERLING NAVIGATOR

Begin
Process



FOR INTERMEDIATE: THE STERLING

Begin
Process



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Pinellas County Schools
South Florida Manufacturers Association

Feedback Report

The Sterling Navigator Feedback Report will include:

- ✓ Organization Demographics
 - ✓ Survey Demographics
- ✓ Overall Category Percent/Point Score
 - ✓ Overall Percent Scores by Category
 - ✓ Overall Percent Scores by Item
 - ✓ Position Percent Scores by Item
- ✓ Position Percent Scores by Category
- ✓ Verbatim Comments & Suggestions

Navigator Survey & Feedback Report

The following are samples from an actual Navigator survey and sample report that would be generated from your survey.

Sample 1 – This sample is an actual copy of questions from the Leadership category and provides you with both the format for how the questions are presented as well as a sample of the Likert scale that is used to baseline these questions (page 5).

Sample 2 – This sample is also an actual copy of a page from the survey. This is included at the end of each category and asks the respondents to identify the two most important areas for improvement for the organization (page 6).

Sample 3 – This sample is a Pareto chart representing a roll-up of the overall responses based on the Likert scale of how your respondents rated the Leadership category for your organization (page 7).

Sample 4 – This sample is a Pareto chart representing the analysis of the identification of where your respondents identified the two most important areas from the Leadership category needing improvement for your organization (page 8).

Organizational Values and Performance Expectations

1A To what extent do senior leaders and managers set, communicate, and deploy organizational goals and performance expectations?

<input type="radio"/>	1 – Not Evident The organization's senior leaders do not set or communicate organization values and performance expectations to employees.
<input type="radio"/>	2 – Beginning A few senior leaders and managers set and communicate organizational values and performance expectations to employees.
<input checked="" type="radio"/>	3 – Basic Some senior leaders and managers set, communicate, and use organizational values and performance expectations to provide direction for some parts of the organization.
<input type="radio"/>	4 – Mature Many senior leaders and managers set, communicate, and use organizational values and performance expectations to provide direction for employees to help achieve performance goals. The process is evaluated periodically.
<input type="radio"/>	5 – Advanced Most senior leaders and managers set, communicate, and use organizational values and performance expectations to provide direction for employees to help achieve performance goals. This process is routinely evaluated and some improvement has resulted.
<input type="radio"/>	N/A – Not Applicable I do not have enough information to answer this question.
<p>How is this done (describe the approach or method) and how widely is it used (deployed)? <i>Please describe how your organization accomplishes this.</i></p> <p>Senior leaders hold meetings to review our organization's mission, goals, and performance expectations. We talk about what we are trying to accomplish.</p>	
<p>Suggested action steps to improve, if needed: <i>Please describe any ideas that you may have that can improve how your organization accomplishes this.</i></p> <ul style="list-style-type: none"> • Department leaders and managers could review organizational goals and expectations to guide our level meetings. • That would help keep us focused on what the organization is trying to accomplish. • Leaders could ask for input on how well they are communicating and using organizational values and performance expectations in their everyday management roles. • Leaders could also have a place for employees to regularly give them feedback and ideas. 	

INSTRUCTIONS

At the end of each category is a page similar to the one shown below.



Review all the rows of statements in the *Leadership Category* (rows 1A to 1F). Identify the **TWO** areas you believe are the most important to improve now and fill in the circle next to the appropriate row. If you have recommendations for improvements in these areas, please describe them in the space provided on the page in which the statement appears.

- ☐ 1A Organizational Values and Performance Expectations
- ☒ 1B Leadership Commitment to Creating and Balancing Value for Customers
- ☐ 1C Establishing an Environment for Empowerment, Innovation, and Learning
- ☒ 1D Reviewing Organizational Performance and Capabilities: Assessing Progress Relative to Goals
- ☐ 1E Regulatory, Legal, and Ethical Compliance
- ☐ 1F Community Support

REMEMBER TO FILL IN ONLY TWO CIRCLES



2001 Sterling Navigator Prices

What are the Navigator Survey Fees?

Invoice amount is based on the number of completed surveys turned in to the Sterling office. Breakdown is as follows:

- 25 or fewer completed surveys = \$895
- 26-49 = \$895 + \$35 per survey over 25
- 50 completed surveys = \$1,790
- 51-74 = \$1,790 + \$35 per survey over 50
- 75 completed surveys = \$2,685
- 76-99 = \$2,685 + \$35 per survey over 75
- 100 completed surveys = \$3,580
- More than 100 surveys, add cost for 25, 50, 75 or 100 to get as close as possible to the actual number of surveys, then add \$35 each for the remaining surveys.

Example

$$\begin{array}{rcl} 180 \text{ surveys} = & \$ & 3,580 \text{ (cost of 100)} \\ & + \$ & 2,685 \text{ (cost of 75)} \\ & + \$ & 175 \text{ (cost of 5 extra surveys @ \$35 each)} \\ \hline & = \$ & 6,440 \text{ for 180 surveys} \end{array}$$

Note: You will be invoiced for the actual number of surveys submitted.

FLORIDA STERLING COUNCIL, INC.

Post Office Box 13907

Tallahassee, Florida 32317-3907

Phone: (850) 922-5316 or (850) 488-7579 (FAX)